

~~Administrative - Internal Use Only~~

22 May 1980

MEMORANDUM FOR: Executive Committee Members
FROM : Deputy Director of Central Intelligence
SUBJECT : New CIA Long-Range Planning Process

1. This memorandum establishes policy guidelines for the new CIA long-range planning process that you decided on at the 9 May Executive Committee meeting. The new process addresses two current CIA problems, namely, that existing planning processes provide neither current integrated Agency-wide planning nor a sufficient basis for informed long-range guidance by the DCI/DDCI.
2. The principal objectives of the new long-range planning process are:
 - a. to identify major long-range issues involving significant intelligence implications foreseeable over a realistic time frame;
 - b. to integrate, evaluate, and analyze existing directorate planning processes from an Agency-wide point of view;
 - c. to develop a DCI/DDCI Five-Year Planning Guidance document on the basis of analyses of both the long-range issues and existing directorate plans;
 - d. to apply the new CIA Five-Year Plan as guidance in future directorate planning and for guidance in future resource allocation decisions.
3. The new Agency-wide long-range planning process will consist of the following elements:
 - a. review in November 1980 by the Executive Committee of the first draft a CIA Five-Year Plan and Guidance document aimed at providing a top-down framework for program building and resource budget estimation;

~~Administrative - Internal Use Only~~

Administrative - Internal Use Only

b. periodic Executive Committee meetings and possibly retreats centering on October/November 1980 and April/May 1981 time frames to review draft planning documents, issues, and problems;

c. preparation of those planning documents by November 1980 through a cooperative staff effort combining (1) an ad hoc planning group consisting of the key planning officers in each of the directorates and from the Comptroller and (2) led by the Executive Committee staff.

4. The timing of the semi-annual planning meetings of the Executive Committee is intended to complement and support existing planning processes. More importantly, the timing is intended to provide a concrete linkage between plans and programs, between ideas and actions. The new Agency planning effort will be a continuous process with established milestones for Executive Committee and DCI/DDCI review, approval, and issuance of the final guidance.

5. Hopefully, the product of the November planning meeting will be the first approved CIA Five-Year Plan and Guidance document intended to provide the framework within which the program/budget and directorate-level plans for the following years are constructed. Possibly, this CIA Five-Year Plan and Guidance will replace the current DDCI's budget guidance letter.

6. The annual May Executive Committee planning meeting will precede the current Executive Committee program/budget review and approval meetings in order to review progress against the November Five-Year Plan and Guidance, and to identify issues and problems to be considered in the program review and in the next planning cycle.

7. The annual November meeting of the Executive Committee on Agency-level planning will include:

a. a review of the planning staff prepared draft CIA Five-Year Plan and Guidance, focusing first on the long-range foreign policy issues and their possible implications for intelligence;

b. a review of major goals, priorities, gaps, and opportunities which might result in new or altered goals and reordered priorities. This review will include an attempt to interrelate directorate goals in a rational manner;

c. a review and evaluation of the results of past operational planning, i.e., how well have we been doing against agreed objectives;

Administrative - Internal Use Only

Administrative - Internal Use Only

d. a discussion of possible strategic shifts, based on the previous considerations which may alter in broad terms the direction for the Agency as a whole and for the directorates as an integral part of the whole;

e. the final step will be the synthesis of an overall long-range plan for the Agency to reflect newly agreed upon goals and priorities, strategic shifts (if any), and guidance for action plans and programs to meet goals.

The resulting CIA Five-Year Plan and Guidance is intended to be brief, pointed, and to provide unambiguous guidance. It will not suggest program solutions, but attempt to inspire them.

8. From May to November 1980, the Executive Committee Staff and Directorate/Comptroller planning staff will prepare for the first annual Executive Committee planning meeting in November 1980, including drafting the first proposed CIA Five-Year Plan and Guidance document. By December 1980, I hope to have an agreed-upon CIA Five-Year Plan and Guidance for FY 83-87. Current operating and program year activities (FY 81-82) will also be addressed as appropriate.

9. After agreement on the plan, progress toward planning goals will be reviewed by the staffs and EXCOM in May 1981. Preparation will then begin for the next round, hopefully building on the lessons and experience of this first year's effort.

10. This is an ambitious plan of action and a very difficult and complex endeavor. There is some skepticism internally that we can prepare a realistic and usable long-range plan by November. I would like to try. Your full cooperation and assistance will be greatly appreciated.

11. Please provide the name of your planning representative to in order that we can begin undertaking this challenging effort as soon as possible. I have asked Vince to call the first meeting of the ad hoc planning group next week. I expect to proceed with the full participation of the Directorate and Comptroller planning staffs.

STAT

Frank C. Cartucci

STAT

Administrative - Internal Use Only